

# **MANAGEMENT AND ADMINISTRATION**

## **Resource Trends--FY93 to FY99**



**Office of Business Management**

**March 1999**

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## MA Financial Resources

### Overview

The Office of Management and Administration has broad and diverse responsibilities for management of the Department's financial and human resources. In addition to the specific budget allocations made to the Director of Management and Administration, MA influences the use of the Department's resources through the policy, regulatory, and support roles it performs for internal customers. Examples include the administration of the Department's purchase cards, coordination of training functions paid for by program offices, oversight of multi-program contracts for computer and other technical services, critical hiring processes, and many more. Historically, there have been gray areas and complex arrangements, whereby the MA budget may be covering costs for some customers (primarily the staff offices in the Departmental Administration Account) even though the major program organizations pay such costs out of their own appropriations. There have also been changes in funding arrangements over time, such as the shift of Workmans Compensation and Senior Executive Service bonus costs to the employing program organization.

The latest significant change in financing is how Congress appropriated FY 1999 funding. Historically, funding was appropriated within the Departmental Administration Account by "color of funds"; that is, salaries, travel and contractual funds were appropriated for the entire account and managed largely by the Chief Financial Office staff. For the first time in FY 1999, funds were appropriated for each Office within the account; that is, MA and each staff office is responsible for managing its own salary, travel and contractual funds.

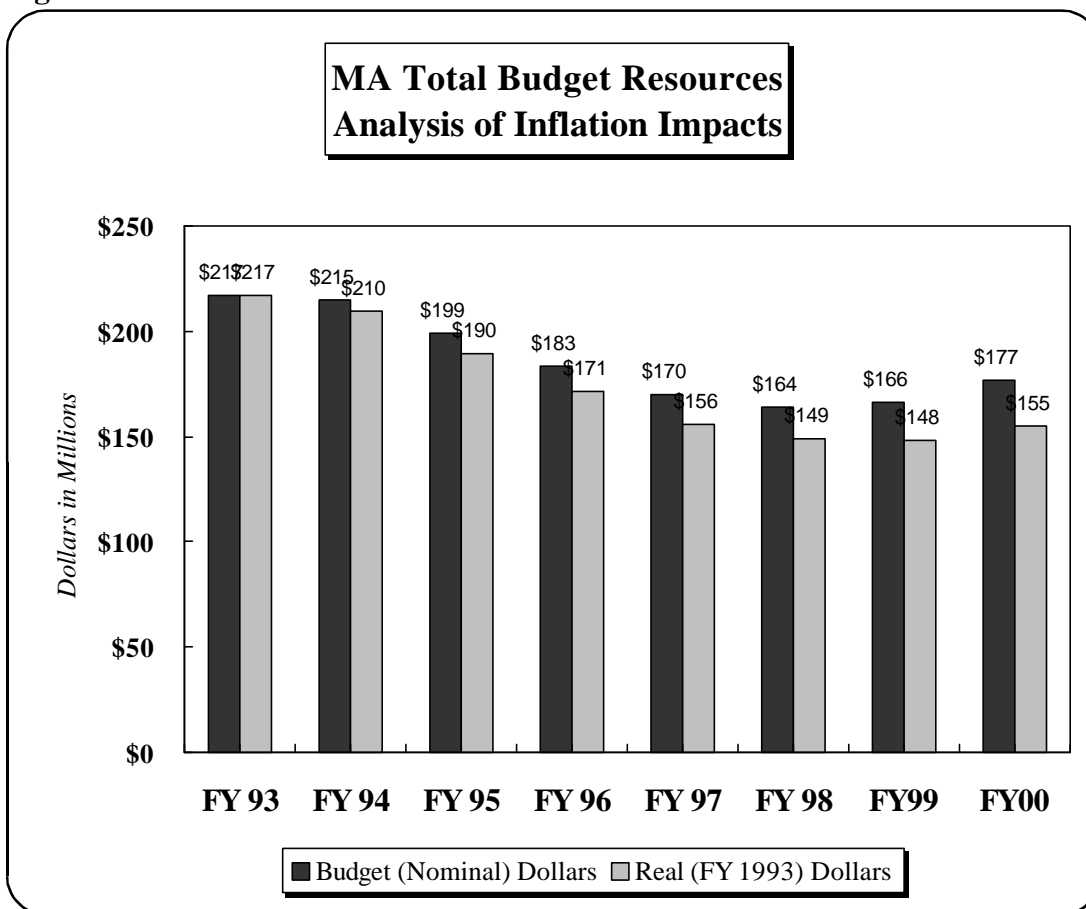
Therefore, there is more than one way to define "MA Financial Resources;" one purpose of this section is to provide the reader with analysis of multiple resource trends, to ensure a thorough treatment of this subject.



## Total Budget Resources

The broadest definition of MA budget resources used in this paper includes the direct appropriations for MA, that is, salaries, travel, and contract costs, plus the specific customer payments to the MA organization for services provided through MA.<sup>1</sup> In Figure 1, the total budget resources of MA are displayed in Nominal (as spent, or “current”) and FY93 (“real” or “constant”) dollars. The Figure illustrates that MA resources declined steadily from FY93 through FY98, reflecting reductions of \$53 million (24%) in nominal dollars, but \$68 million (31%) in real FY93 purchasing power. In FY99, there was a slight increase in the budget that had the effect of stabilizing the overall purchasing power at FY98 levels. The FY 2000 Congressional request would bring the purchasing power back to the FY97 level.

**Figure 1**

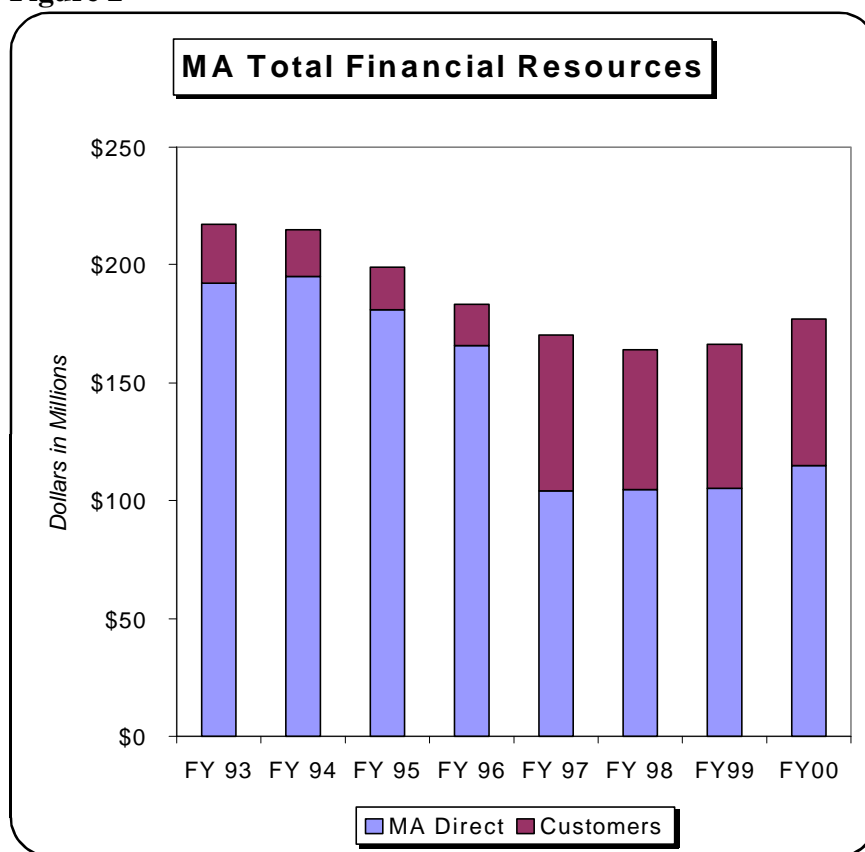


<sup>1</sup> Through the TELIS and other contracts, MA permits the “direct cite” of program office funds on its contract instruments, even though MA staff are not directly involved in the delivery of services. Another example is that MA officials are involved in allocating FTS2000 and Workmans Compensation bills throughout the Department. These types of joint procurements are not considered in estimating the MA budget and have not been included in this analysis.

## Control Over Total Financial Resources

A major trend in MA resource management has been the increased involvement of customers in decisionmaking about the use of resources. The primary way this occurred was with the creation of the Working Capital Fund in the FY97 budget; but customers were previously involved through payment of Automated Office Support Services (AOSS) charges and through payment of “per capita” assessments by selected programs. Figure 2 shows the distribution of the Total Financial Resources presented in Figure 1 in terms of amounts carried directly in the MA budget and those which derive from customer payments for services. This figure thus illustrates two of the dominant trends of the past five years: reduction in total resources and relinquishment of direct MA budget control to customers.<sup>2</sup> In the FY93/94 period, the MA organization exercised direct budget control over approximately 90% of more than \$200 million in total resources; in FY98/99, MA exercises direct control over approximately 63% of total resources in the \$165 million range.

**Figure 2**



<sup>2</sup> The amounts shown as “customer” funds are, if anything, understated in two ways: (i) they do not include the MA payments as a customer to the Working Capital Fund, and (ii) they do not reflect the involvement of customers in decisionmaking regarding the development of corporate information systems.

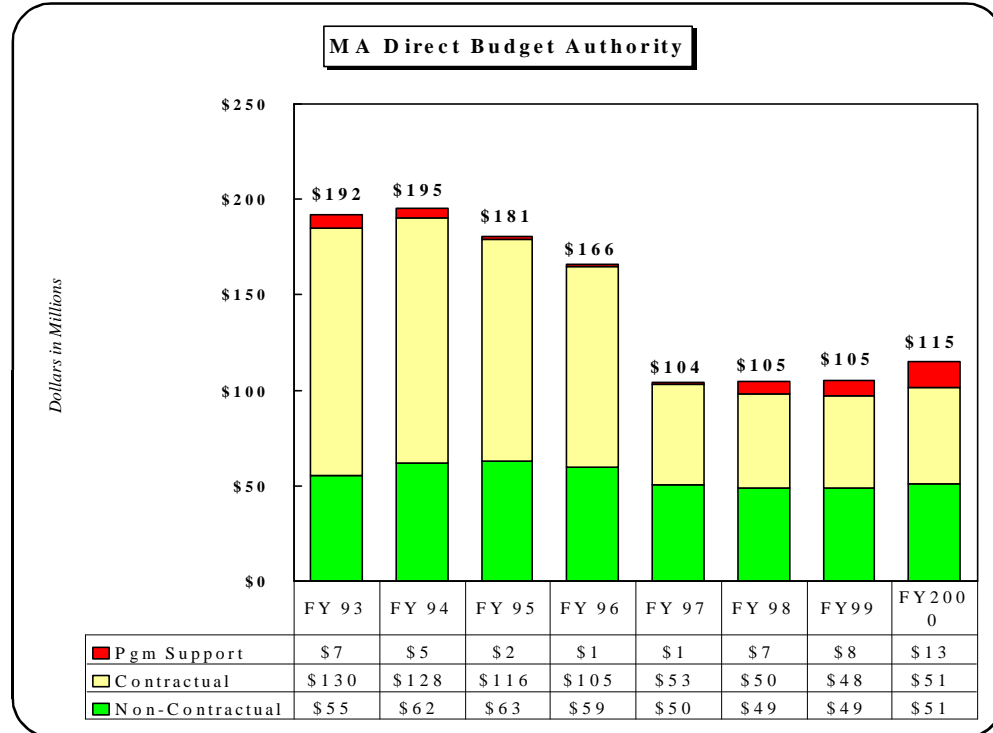
## MA Direct Budget Authority

MA's "Direct Budget Authority" as defined in the budget process does not account for all the funds we manage, but it is an indicator of Congress' delegation of spending authority to this office. The sections on contractual resources and staffing develop more clearly the true picture of the extent of MA-managed resources. Figure 3 provides the composition of MA Direct Budget Authority over the past five years. The majority of Non Contract costs is salaries and benefits with the remainder being travel in the \$1-2 million range.

Figure 3 illustrates that:

- < our non-contract costs:
  - C rose from FY93 until FY96 even though staffing was reduced,
  - C declined significantly from FY96 to FY98 as a result of significant downsizing,
  - C is beginning to rise due primarily to cost of living adjustments,
  - C has become a much larger share of the budget reviewed by Congress,
- < our contractual funding decreased steeply between FY93 and FY96, but with the advent of the Working Capital Fund has stabilized at the \$50M range, and
- < our program support funding:
  - C decreased from FY93 to FY97 as the Technical and Scientific Training Program was decentralized
  - C increased in FY98 with the startup of the Corporate Information Management Program.

**Figure 3**

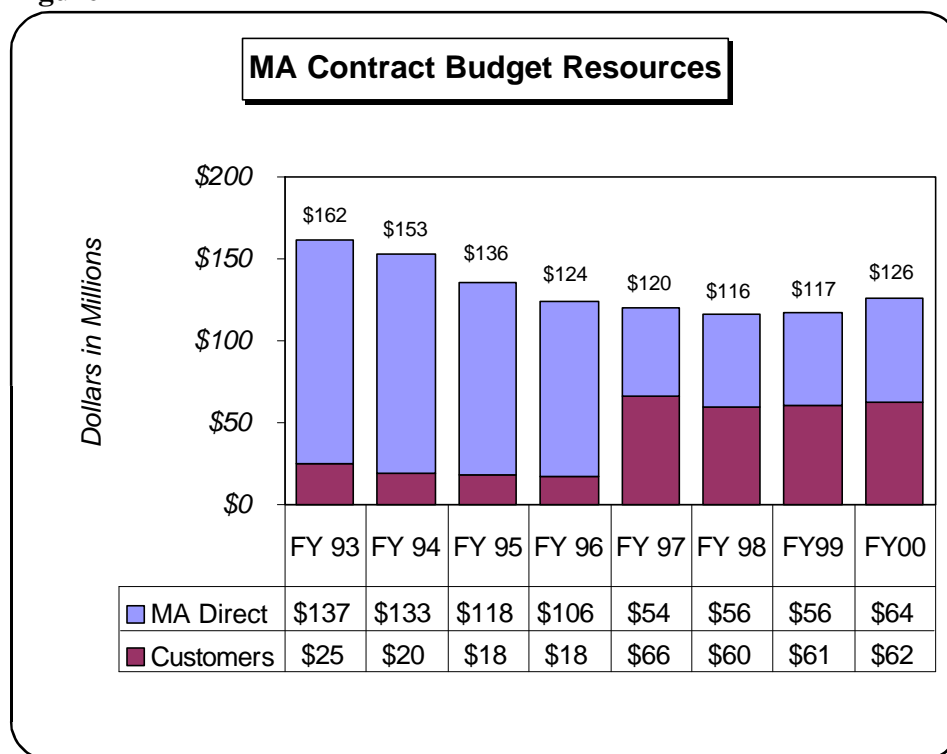


## Contractual Resources

MA has historically managed contractual resources from diverse sources. MA is the largest entity funded through the Departmental Administration account of the Energy and Water Development appropriation. In the past we also managed funds for administrative functions received from some programs funded through other appropriations. Funding for these common administrative functions is now received by MA from all programs through the Working Capital Fund (WCF). The WCF is more thoroughly discussed in the next section. In addition to the WCF, often our contracts are utilized by programs desiring to purchase services of support or technical personnel, information management services, or subscriptions to technical journals, etc.

Figure 4 provides a profile of MA Contractual Resources, distinguishing between overall level of funding and the funding derived directly from the MA budget.

**Figure 4**

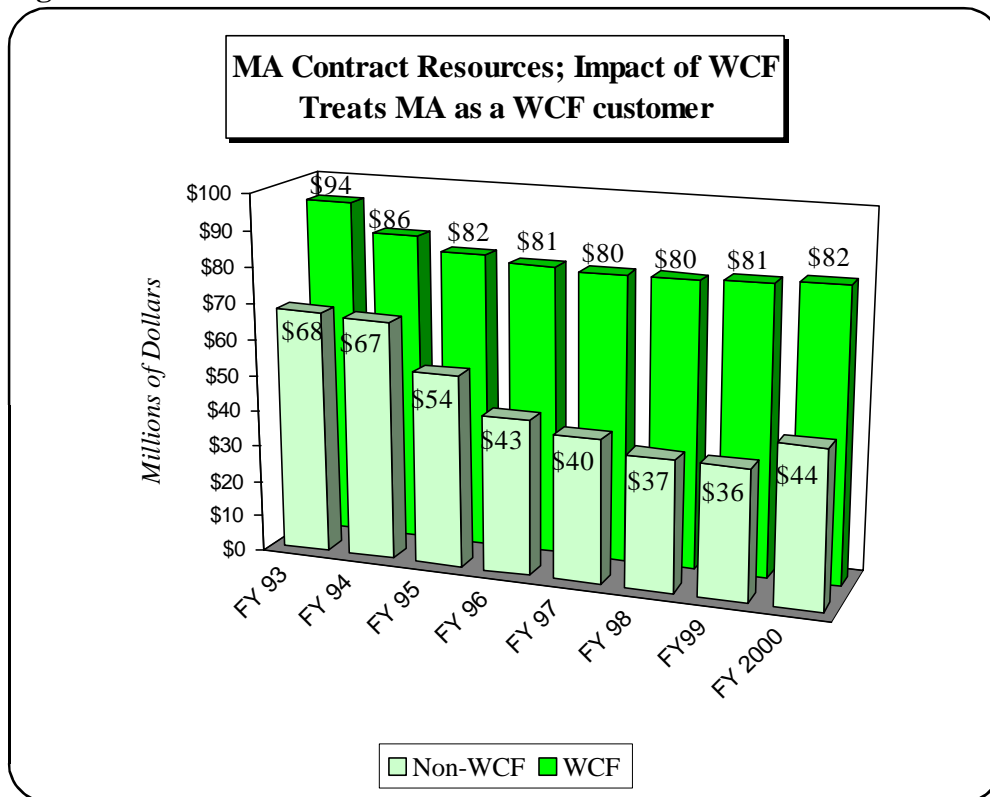


As shown in Figure 4, FY97 marked a major shift in the sources of funds for MA contractual services. This was the first year of the WCF, an initiative to improve management for common administrative services in Headquarters and to reflect more completely the full costs of DOE mission programs within their budgets.



The WCF has experienced a number of changes in composition since its inception in FY97. In FY98 the Contract Audits business line was removed and the Payroll business line was added. In FY99, the Corporate Executive Information System was also added. Using the current businesses in the Fund, one can analyze the history of MA contract services spending on a comparable basis. Figure 5 demonstrates that, had the Fund existed as far back as FY93, its spending level would have been \$94 million, vice the \$80 million range spending for these businesses since FY97. That is, the reduction in spending on WCF-type activities over a seven-year period has been approximately 14%, even with the addition of new businesses.

**Figure 5**



In contrast, the spending level for activities not now included in the Fund has been more volatile. Such spending was reduced by approximately 47% from \$68 million in FY93 to \$36 million in FY99. This funding decrease would have been even more marked but for the advent of the Corporate Information Management Program (CMIP). The funding level will be restored somewhat in FY2000 due to increased funding of CMIP to reflect the need to make further improvements in both DOE corporate information systems and in the information infrastructure serving the DOE complex.

## Working Capital Fund

The WCF fundamentally changed the way decisions are made about the level of services to customers. Customers know the “true” cost of their programs and can choose the level of service from, wherever possible, a variety of providers based on program needs. This is in contrast with the past practice of a relatively inflexible allocation of services provided by monopolies. The WCF motivates efficiencies in two ways: the businesses are competing to provide customers with the best value and customers are sizing their purchase of service to program needs.

Table A below compares the average spending for each continuing business before the WCF (FY93-FY96), with the average after the WCF (FY97 actual - FY2000 budget) and shows an overall decrease of 8% in cost after the Fund was created. FY97 and FY98 are actual customer bills, FY99 is the annualized estimated bill, and FY 2000 is the Congressional request.

**Table A**

Dollars in Millions	Prior to the WCF					With the WCF				
Business Line	FY93	FY94	FY95	FY96	Avg	FY97	FY98	FY99	FY00	Avg
Supplies	\$3.7	\$2.8	\$3.1	\$3.3	<b>\$3.2</b>	\$2.6	\$2.8	\$2.8	\$2.8	<b>\$2.8</b>
Copying	\$1.5	\$1.1	\$1.3	\$1.0	<b>\$1.2</b>	\$2.2	\$2.7	\$2.4	\$2.4	<b>\$2.4</b>
Mail	\$3.4	\$3.4	\$2.2	\$4.6	<b>\$3.4</b>	\$2.2	\$1.9	\$1.9	\$2.0	<b>\$2.0</b>
Printing/Graphics	\$5.7	\$5.4	\$4.3	\$3.8	<b>\$4.8</b>	\$3.9	\$3.3	\$3.5	\$3.5	<b>\$3.6</b>
Building Occupancy	\$60.9	\$60.4	\$57.3	\$55.2	<b>\$58.5</b>	\$56.3	\$54.3	\$55.3	\$56.1	<b>\$55.5</b>
Electronic Services	With Bldg Occupancy						\$1.2	\$0.9	\$0.9	<b>\$1.0</b>
Telephones	\$9.2	\$6.4	\$6.1	\$7.1	<b>\$7.2</b>	\$6.8	\$6.6	\$6.6	\$6.6	<b>\$6.7</b>
Network	With Telephones				<b>\$0.0</b>	\$3.1	\$3.1	\$3.1	\$3.1	<b>\$3.1</b>
Desktop	\$10.0	\$6.9	\$8.1	\$5.4	<b>\$7.6</b>	\$2.3	\$1.5	\$1.3	\$1.3	<b>\$1.6</b>
Contract Closeout				\$0.4	<b>\$0.4</b>	\$0.4	\$0.5	\$0.6	\$0.6	<b>\$0.5</b>
<b>Total</b>	<b>\$94.4</b>	<b>\$86.4</b>	<b>\$82.4</b>	<b>\$80.8</b>	<b>\$86.0</b>	<b>\$79.8</b>	<b>\$77.9</b>	<b>\$78.4</b>	<b>\$79.3</b>	<b>\$78.9</b>

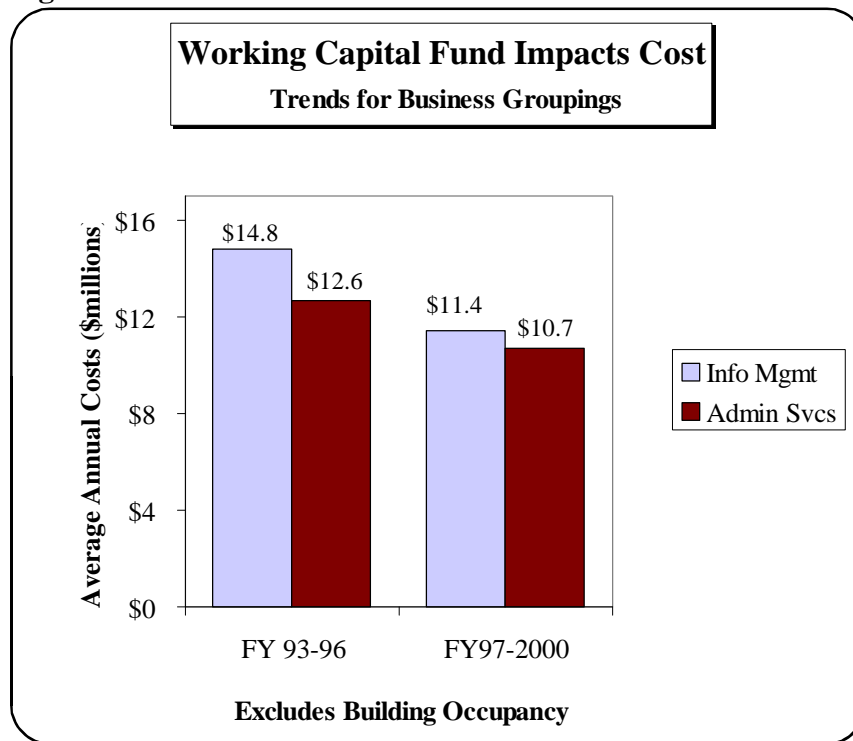
Concurrent with the advent of the WCF, several changes in funding occurred which makes it difficult to compare each business line before and after the WCF:

- < Prior to the WCF, paper for copiers was paid for as part of supplies. Now copier paper is part of the Copier business line;

- < Building occupancy reflects the decrease in the number of HQ locations in response to Strategic Alignment Initiative actions,
- < Prior to the WCF, the infrastructure for networking was treated as part of telephones. Networking is now an independent business line; and
- < Prior to the WCF, the mail center was staffed with Federal employees whose salaries are not included in the historical contractual cost data. Beginning in July 1996, the center was staffed with contractors at a cost close to \$1 million, and such costs are included in the estimates.

Due to these and other changes in cost structure, care needs to be taken in attributing cost savings to the creation of the Fund. However, when one aggregates business lines and removes Building Occupancy from the analysis, and focuses on the multi-year averages rather than the fluctuations of a single period, it is clear that there have been solid reductions in costs for the services in the Fund. Figure 6 groups business lines and compares the averages for the FY93-96 period to the averages for the FY97-2000 period, thus illustrating the types of changes that have accompanied the creation of the Fund.

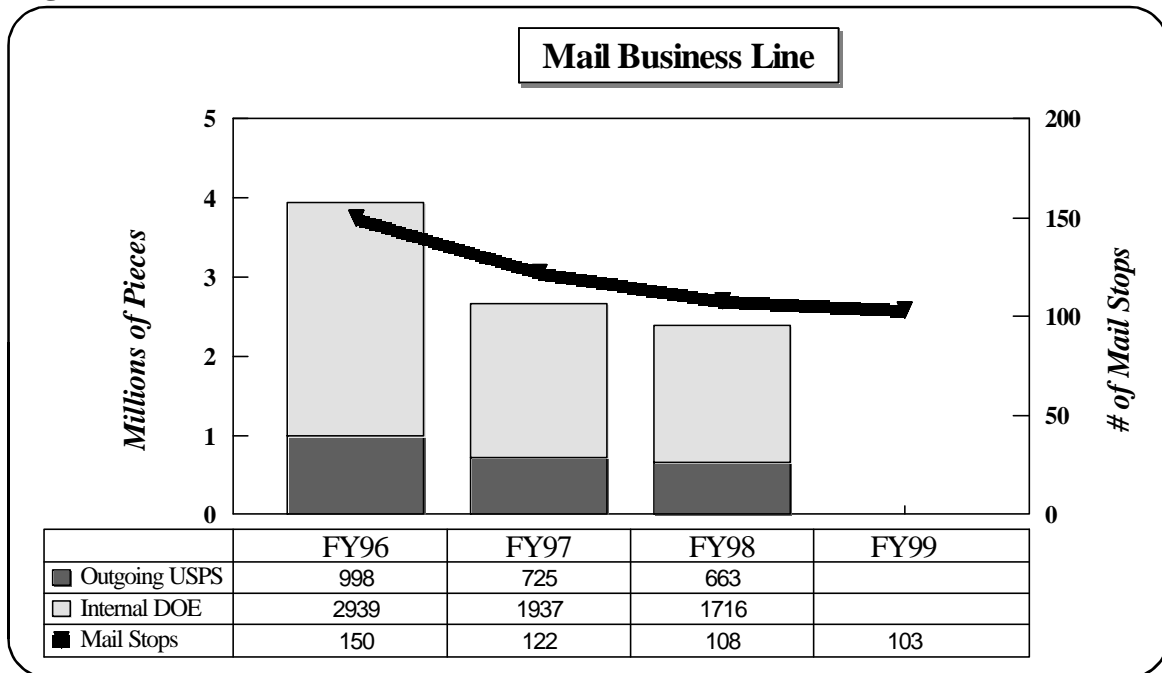
**Figure 6**



Specifically, there have been annual average savings of over 22% in the Information Management business lines and 15% in the Administrative Services business lines. These financial cost savings estimates are mirrored by the evidence of reduced consumption evidenced in Fund metrics.

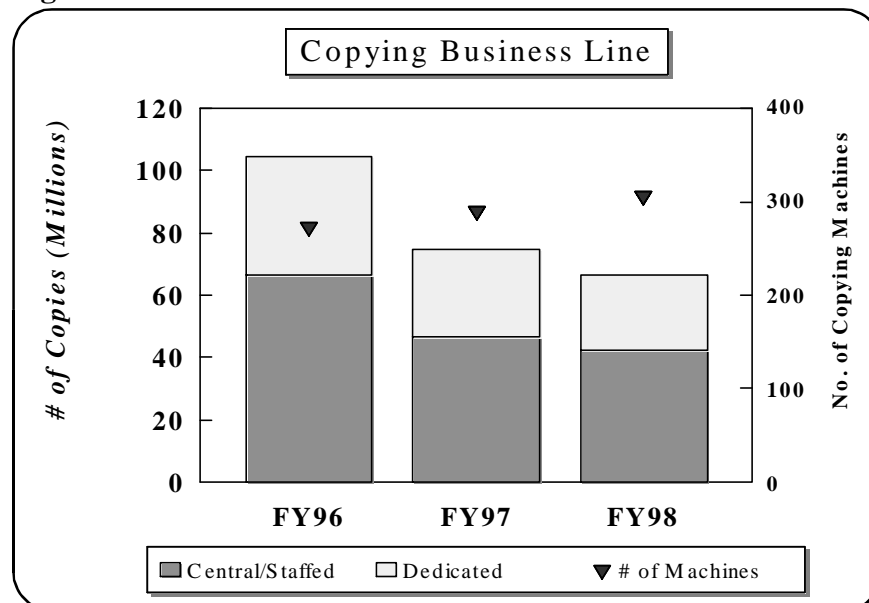
**Mail:** As shown in Figure 7, there has been a multiyear trend toward reduced numbers of mail stops, outgoing USPS mail, and mail pieces for internal distribution.

**Figure 7**



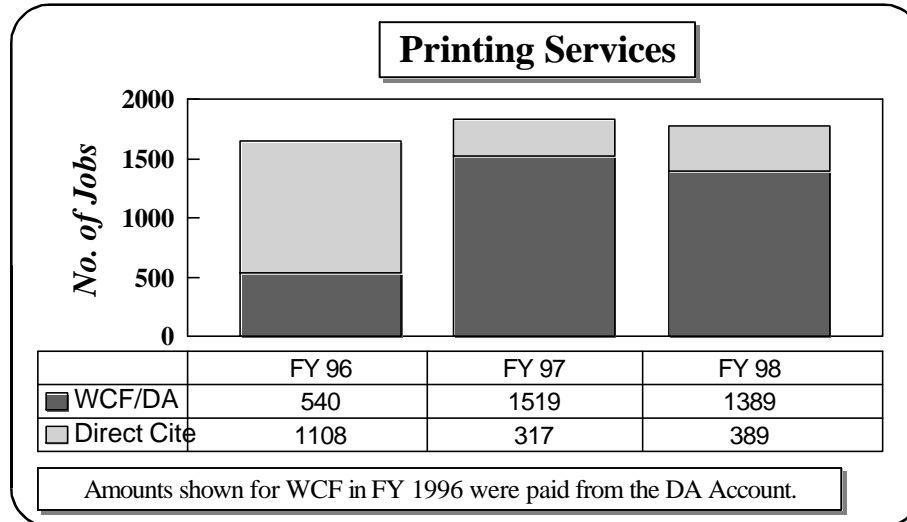
**Copying:** As shown in Figure 8, there has been a significant reduction in the annual number of copies made in Headquarters since FY 1996. During the first year of the Fund, the rate of reduction was 28%, whereas in FY 1998, the rate of reduction was 11%.

**Figure 8**



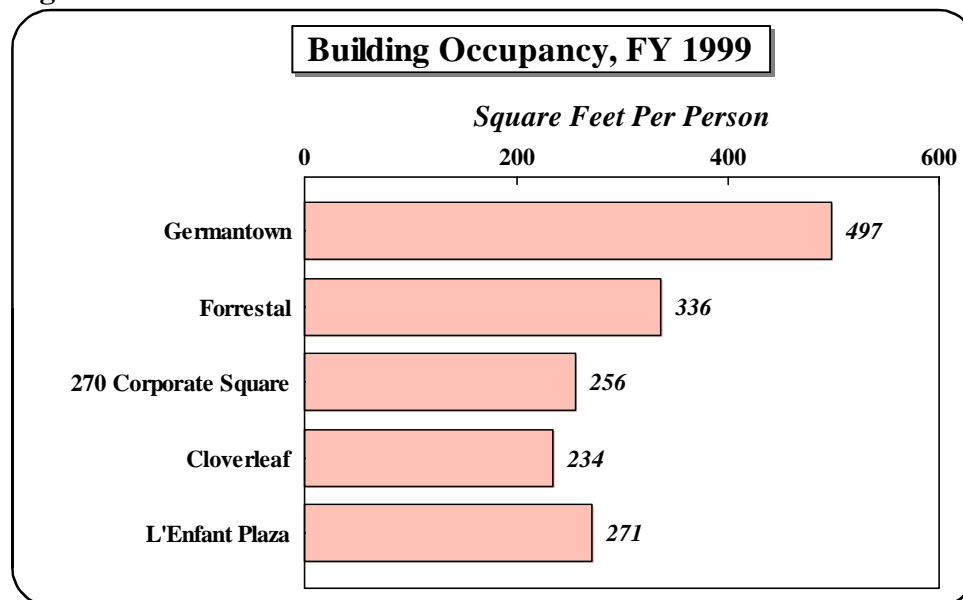
**Printing:** The annual number of printing jobs stabilized in FY 1998 (see Figure 9) when taking into account both those financed through the Fund and those funded by direct citation of program funds.

**Figure 9**



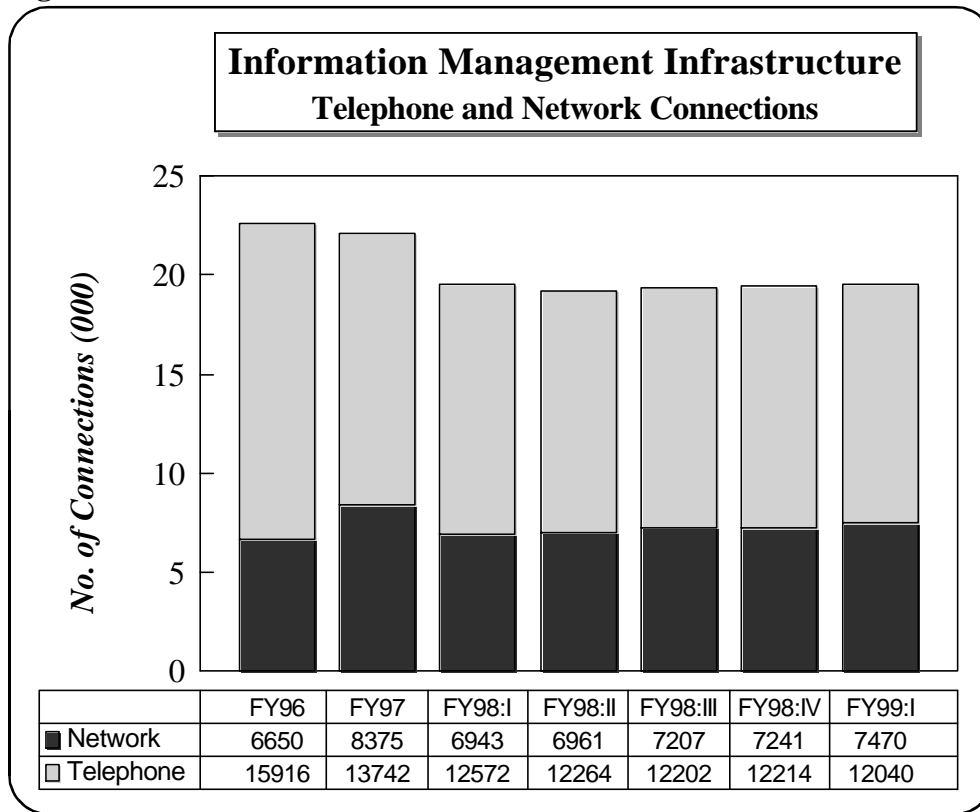
**Building Occupancy:** The Department has substantially reduced the number of Headquarters office sites since the Fund was created, but the square footage occupied has not declined by proportionately large amounts. As shown in figure 10, the large capacity of the main Germantown building results in a proportionately high amount of space per person, compared to other buildings in the Headquarters inventory.

**Figure 10**



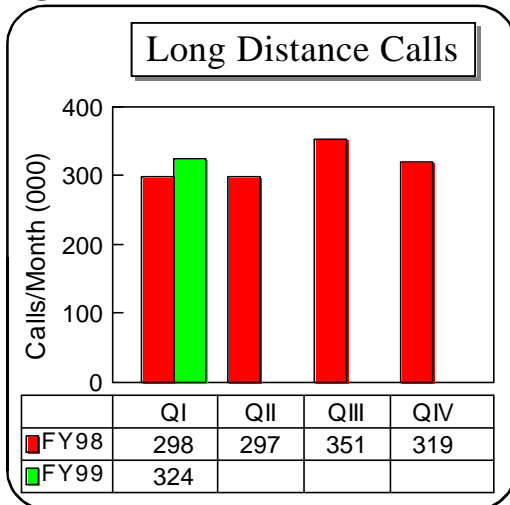
**Information Management:** As shown in Figure 11 below, the number of telephone lines has continued to decrease slightly, whereas the number of LAN connections continued to increase during the first quarter of FY 1999.

**Figure 11**

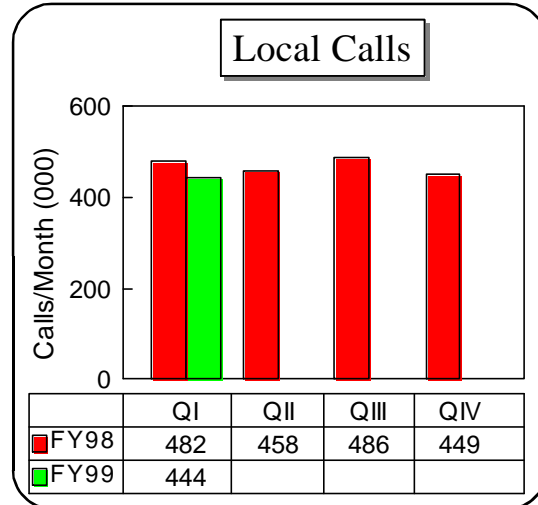


As shown in figures 12 and 13 below, there continues to be an upward trend in long-distance usage but a downward trend in local (dial 9) calls.

**Figure 12**



**Figure 13**



## **MA as a WCF Customer**

Management and Administration is the largest customer of the WCF due to three main reasons.

- < There are currently no provisions for businesses to bill one another for services and then pass these costs on to customers. Almost all of the businesses report to MA management and therefore are included in MA customer billings. This subsidy is substantial in the area of space, comprises a smaller percent of MA's telephone, desktop, copying and printing bills, and is not significant in the remainder of MA's bills.
- < The missions of MA Offices include such components as the mainframe computer center, libraries and health units. These activities are resource intensive (especially space) and cannot be compared with typical per capita use by other customers.
- < MA does not use its own contractor staff to supplement the WCF in areas such as desktop support or mail delivery as do some other large offices.

Although MA will remain the largest customer as explained above, measures to increase efficiency and reduce cost continue to be implemented and bear results. In the past, MA Offices were not allocated WCF budgets, nor was MA billed at the Office level. Improvements are being made to the WCF billing system in FY99 which, when completed, will allow each MA Office to be billed for its own use of the Fund and to have its own WCF budget. MA Offices will then be able to measure impacts of their WCF use and manage resources wisely.

As shown in Table B below, MA has reduced its use of infrastructure since the inception of the fund in FY97.

**Table B<sup>1</sup>**

### **Management and Administration Use of Infrastructure**

	Counts			
	FY97	FY98	FY99	Change From FY97
Phones	3,935	2,662	2,096	-47%
Network	1,079	1,531	1,560	45%
Total Connectivity	5,014	4,193	3,656	-27%
Workstations	1,261	1,161	976	-23%
Mailstops	37	37	31	-16%

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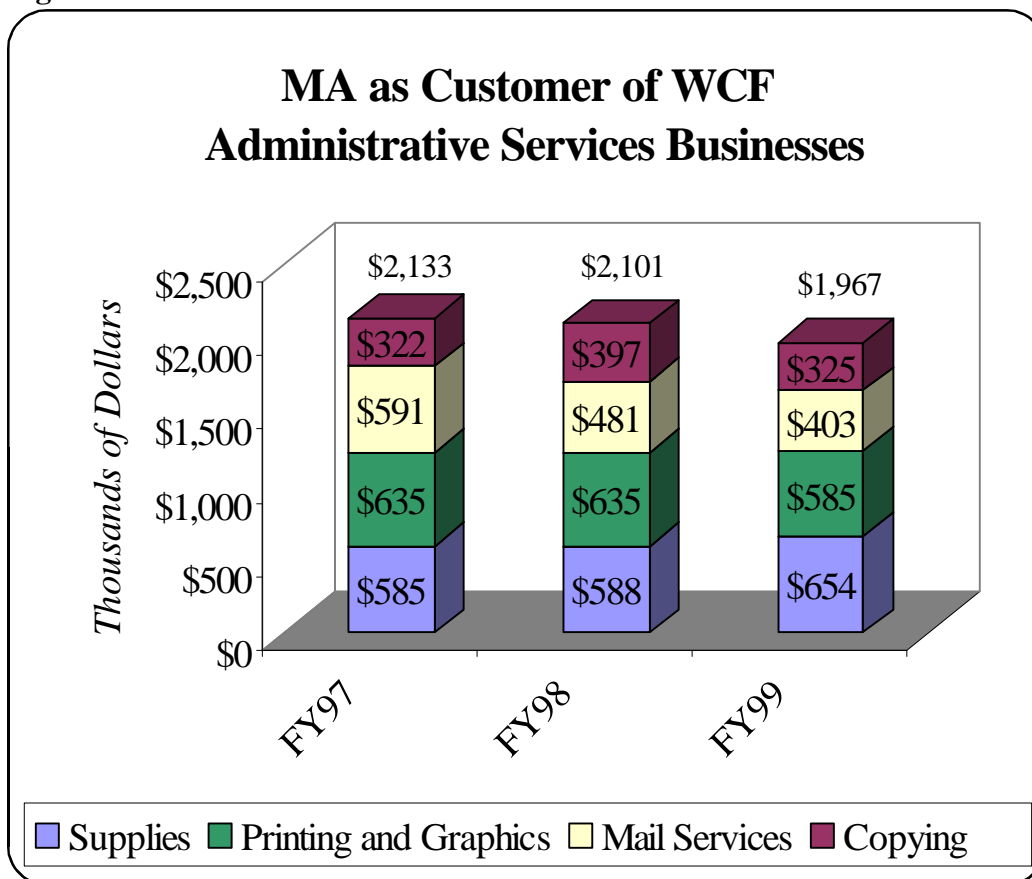
<sup>1</sup>Sources: FY97 - Yearend bill; FY98 - "Blue Book"; FY99 - Feb bill



- < Telephone connections were reduced significantly by turning off unused or little use instruments and the inventory was checked to correctly reflect ownership of telephone numbers.
- < Network connections rose within MA as is true throughout Headquarters. This reflects more accurate later data and an increased reliance on technology to conduct business.
- < The inventory of workstations was corrected and unused computers were retired.
- < Wherever possible, mailstops were combined to reduce the number.

Although MA will remain the largest customer of the WCF for reasons discussed above, costs are being controlled. The total bill in the area of Administrative Services, excluding rent, has been reduced slightly and remains in the \$2 million range as shown in Figure 14.<sup>2</sup>

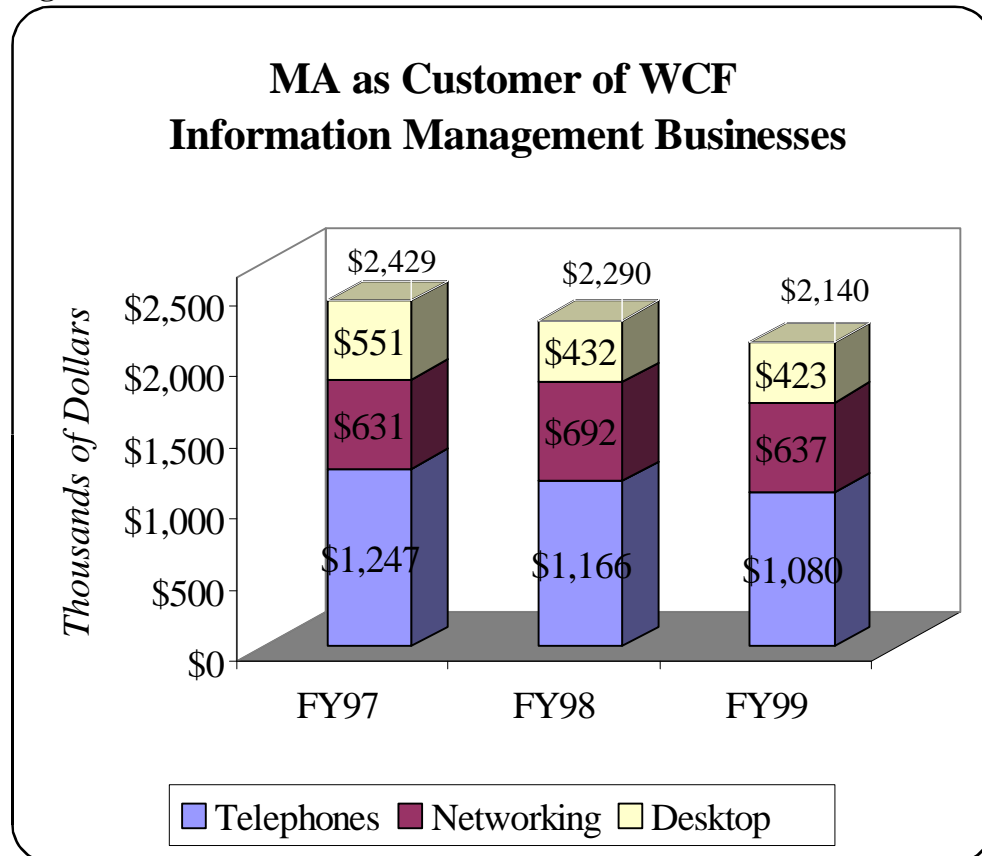
**Figure 14**



<sup>2</sup>This is based on FY 1997 and FY 1998 actual billings. The FY 1999 estimates are based on the annualized projections in the February WCF bill. The FY 1999 supply estimate is likely high due to the annualization of quarterly and one-time purchases.

The total bill in the area of Information Management has decreased from \$2.4 million in FY1997 to \$2.1 million in FY1999 as shown in Figure 15.<sup>3</sup>

**Figure 15**

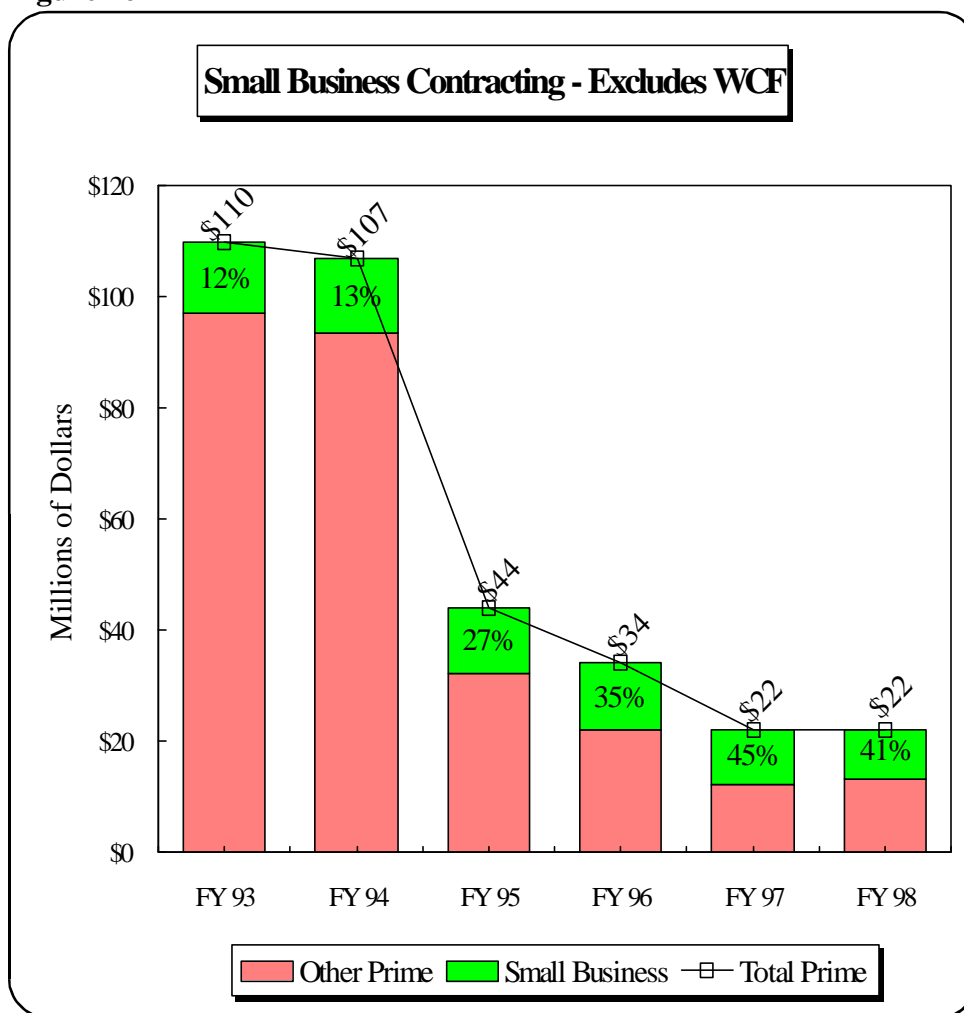


<sup>3</sup>This is based on FY 1997 and FY 1998 actual billings. The FY 1999 estimates are based on the annualized projections in the February WCF bill.

## Small Business Contracting

Small business contracting is measured as the percent of funding to small businesses compared to all prime contract funding with the private sector. Interagency, other governmental funding and subcontract funding are not included in prime contracting. Furthermore, contracting activity is measured by the source of the funds, not the owner of the contract. For example, if MA negotiates a contract with a small business and MA, DP, and NE all utilize the vehicle, each Departmental element will consider its funding as small business contracting rather than MA claiming the total contract funding.

**Figure 16**

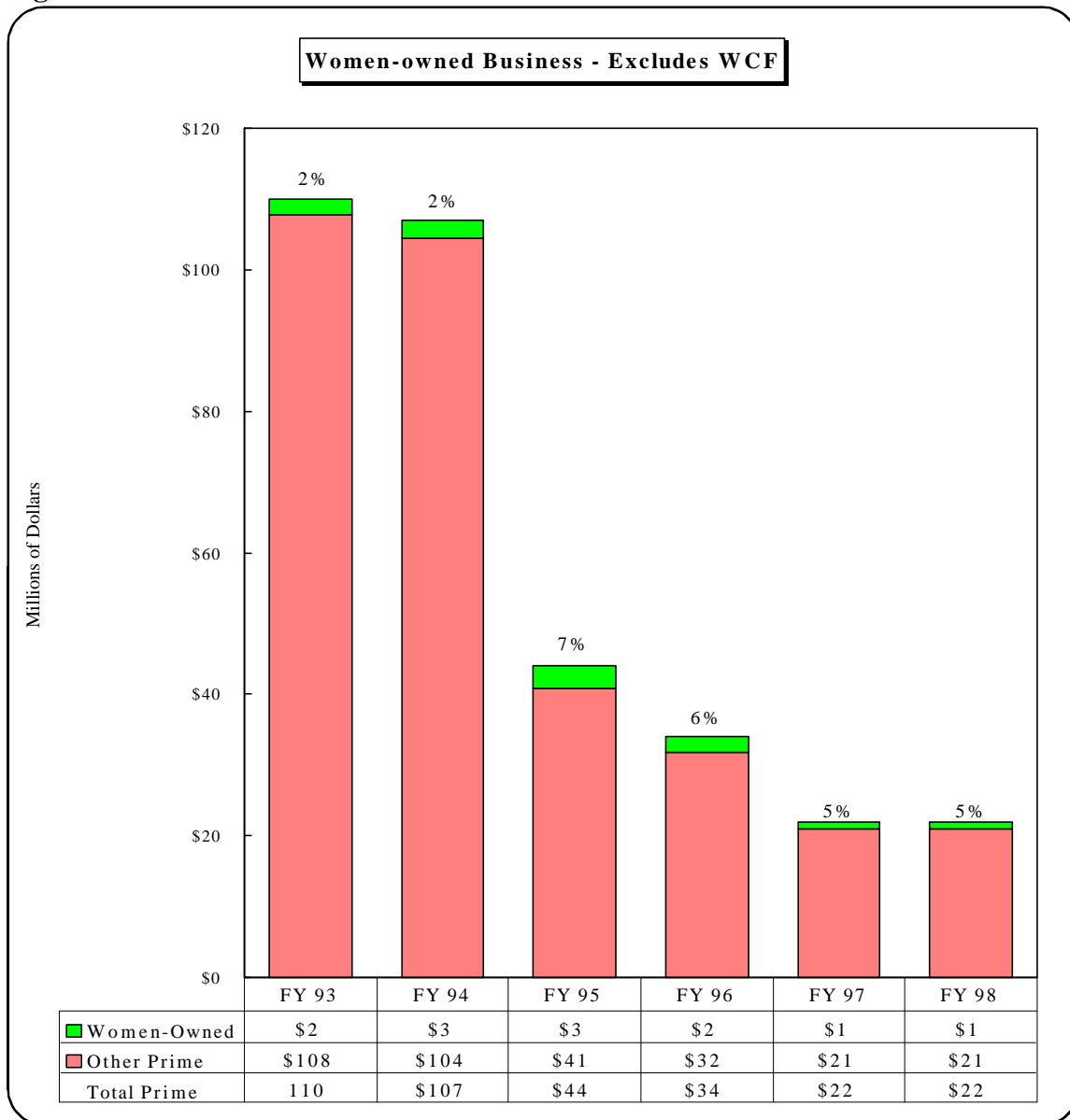


Between FY94 and FY95, MA sustained a 59% reduction in prime contract funding. Despite the drastic funding reduction, MA was able to more than double small business' share of contracting and maintain. Furthermore, MA has maintained small business contracting in the 40% range even with a further 50% reduction in contracting between FY95 and FY98.

## Women-Owned Business Contracting

Women-owned business contracting is measured similarly to small business contracting, as a percentage of total prime contracting with the private sector. MA has contracted in the \$2M to \$3M range since FY94, adjusting FY95 to remove an unusually large contract for moving services. As pointed out in the small business discussion, MA's prime contract funding was reduced by 59% between FY94 and FY95. Even with a further 50% reduction in contracting between FY95 and FY98, MA has been able to contract with women-owned businesses in the \$1million range.

**Figure 17**



**MANAGEMENT AND ADMINISTRATION**  
**Resource Trends--FY93 to FY99**



**BACKUP DATA**

**Office of Business Management**

**March 1999**

### MA Total Budget Resources

Dollars in Millions	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00
Personnel .....	\$53	\$60	\$61	\$58	\$49	\$47	\$47	\$49
Travel .....	\$2	\$2	\$2	\$2	\$1	\$2	\$2	\$2
Contractual .....	\$130	\$128	\$116	\$105	\$53	\$49	\$48	\$51
Subtotal .....	\$185	\$190	\$179	\$165	\$103	\$98	\$97	\$102
Program Support .....	\$7	\$5	\$2	\$1	\$1	\$7	\$8	\$13
Subtotal .....	\$192	\$195	\$181	\$166	\$104	\$105	\$105	\$115
Non-MA Contractual .....	\$25	\$20	\$18	\$18	\$66	\$60	\$61	\$62
Total Resources .....	\$217	\$215	\$199	\$184	\$170	\$165	\$166	\$177
Total Contract .....	\$162	\$153	\$136	\$124	\$120	\$116	\$117	\$126
MA Direct Contract .....	\$137	\$133	\$118	\$106	\$54	\$56	\$56	\$64

Source: Congressional Budget Submissions

### Analysis of Inflation Impacts

	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00
OMB Composite Deflator (FY92)	1.0252	1.0495	1.0765	1.0976	1.1183	1.1317	1.1464	1.1693
FY93 = 1.00	1.0000	1.0237	1.0500	1.0706	1.0908	1.1039	1.1182	1.1406
Total Resources in FY93 Dollars	\$217	\$210	\$190	\$172	\$156	\$149	\$148	\$155

Source: Historical Tables, BY 2000 Budget of the United States Government

### **MA Small Business Contracting**

<b>Dollars in Millions</b>	<b>FY93</b>	<b>FY94</b>	<b>FY95</b>	<b>FY96</b>	<b>FY97</b>	<b>FY98</b>
Small Business . . . . .	\$13	\$13	\$12	\$12	\$10	\$9
Other Prime Contracts . . . . .	\$97	\$94	\$32	\$22	\$12	\$13
Total Prime Contracts . . . . .	\$110	\$107	\$44	\$34	\$22	\$22
Percent Small Business . . . . .	12%	12%	27%	35%	45%	41%

### **MA Women-Owned Business Contracting**

<b>Dollars in Millions</b>	<b>FY93</b>	<b>FY94</b>	<b>FY95</b>	<b>FY96</b>	<b>FY97</b>	<b>FY98</b>
Women-Owned Business . . . . .	\$2	\$3	\$3	\$2	\$1	\$1
Other Prime Contracts . . . . .	\$108	\$104	\$41	\$32	\$21	\$21
Total Prime Contracts . . . . .	\$110	\$107	\$44	\$34	\$22	\$22
Percent Small Business . . . . .	2%	3%	7%	6%	5%	5%

# Contractual Resources

*Dollars in Thousands*

## Contractual Services

	FY 1993 Actual	WCF Comp Format FY 1993 DA	WCF Comp Format FY 1993 WCF	WCF Comp Format FY 1993 TOTAL
Assistant Secretary	\$528	\$528		\$528
Payroll & Personnel Services				
DA Docs				
Unallocated				
Training	\$1,710	\$1,710		\$1,710
Personnel	\$680	\$680		\$680
Information Management (MA-4)				
Telephones	\$7,844		\$9,206	\$9,206
Networking				
Desktop/LAN			\$10,000	\$10,000
Electronic Services				
SAI Moves				
Communication Center				
Other	\$31,500	\$31,500		\$31,500
Equipment	\$3,000	\$3,000		\$3,000
IM Subtotal	\$42,344	\$34,500	\$19,206	\$53,706
Procurement				
Audits	\$7,500		\$7,500	\$7,500
Contract Closeout				
Other	\$5,500	\$5,500		\$5,500
Procurement Subtotal	\$13,000	\$5,500	\$7,500	\$13,000
Organization & Management	\$685	\$685		\$685
Payroll and Personnel				
Executive Information System				
Executive Secretariat	\$155	\$155		\$155
Administrative Services				
Building Occupancy	\$53,269		\$60,911	\$60,911
Photocopying	\$1,309		\$1,537	\$1,537
Printing and Graphics	\$3,461		\$5,740	\$5,740
Mail Services	\$2,900		\$3,364	\$3,364
Supplies	\$3,007		\$3,674	\$3,674
Library	\$1,632	\$1,632		\$1,632
Other Logistics	\$3,795	\$3,795		\$3,795
SAI Moves				
Front Office	\$2,076	\$2,076		\$2,076
Capital Equipment	\$2,270	\$2,270		\$2,270
Admin Services Subtotal	\$73,719	\$9,773	\$75,226	\$84,999
Performance Excellence				
Sec Energy Advisory Board	\$20	\$20		\$20
Representation	\$35	\$35		\$35
Payments to WCF				
MA				
OSE				
SEAB				
QM				
HG				
Total Contract Services	\$132,876	\$53,586	\$101,932	\$155,518
Use of PY Funds				
Recission				
Adjusted Total Contract Services				
Program Support				
Scientific & Technical Training	\$6,616	\$6,616		\$6,616
Corporate Management Information				
Use of PY Funds				
Adjusted Program Support				
GRAND TOTAL	\$139,492	\$60,202		\$162,134



# Contractual Resources

*Dollars in Thousands*

## Contractual Services

	FY 1994 Actual	WCF Comp Format FY 1994 DA	WCF Comp Format FY 1994 WCF	WCF Comp Format FY 1994 TOTAL
Assistant Secretary	\$1,009	\$1,009		\$1,009
Payroll & Personnel Services				
DA Docs				
Unallocated				
Training	\$2,156	\$2,156		\$2,156
Personnel	\$1,320	\$1,320		\$1,320
Information Management (MA-4)				
Telephones	\$5,598		\$6,441	\$6,441
Networking				
Desktop/LAN	\$2,113		\$6,912	\$6,912
Electronic Services				
SAI Moves				
Communication Center				
Other	\$28,655	\$30,053		\$30,053
Equipment	\$4,133	\$4,133		\$4,133
IM Subtotal	\$40,499	\$34,186	\$13,353	\$47,539
Procurement				
Audits	\$7,500		\$7,500	\$7,500
Contract Closeout				
Other	\$2,056	\$2,056		\$2,056
Procurement Subtotal	\$9,556	\$2,056	\$7,500	\$9,556
Organization & Management	\$750	\$750		\$750
Payroll and Personnel				
Executive Information System				
Executive Secretariat	\$360	\$360		\$360
Administrative Services	\$8,475	\$9,504		\$9,504
Building Occupancy	\$51,657		\$60,405	\$60,405
Photocopying	\$930		\$1,080	\$1,080
Printing and Graphics	\$3,604		\$5,376	\$5,376
Mail Services	\$2,952		\$3,353	\$3,353
Supplies	\$2,367		\$2,837	\$2,837
Library				
Other Logistics				
SAI Moves				
Front Office				
Capital Equipment	\$2,182	\$2,182		\$2,182
Admin Services Subtotal	\$72,167	\$11,686	\$73,051	\$84,737
Performance Excellence	\$635	\$635		\$635
Sec Energy Advisory Board				\$0
Representation	\$35	\$35		\$35
Payments to WCF				
MA				
OSE				
SEAB				
QM				
HG				
Total Contract Services	\$128,487	\$54,193	\$93,904	\$148,097
Use of PY Funds				
Recission				
Adjusted Total Contract Services				
Program Support				
Scientific & Technical Training	\$5,020	\$5,020		\$5,050
Corporate Management Information				
Use of PY Funds				
Adjusted Program Support				
GRAND TOTAL	\$133,507	\$59,213		\$153,147

## Contractual Resources

*Dollars in Thousands*

### Contractual Services

	FY 1995 Actual	WCF Comp Format FY 1995 DA	WCF Comp Format FY 1995 WCF	WCF Comp Format FY 1995 TOTAL
Assistant Secretary	\$476	\$476		\$476
Payroll & Personnel Services				
DA Docs				
Unallocated				
Training	\$1,278	\$1,278		\$1,278
Personnel	\$846	\$846		\$846
Information Management (MA-4)				
Telephones	\$4,453		\$6,149	\$6,149
Networking				
Desktop/LAN	\$2,267		\$8,063	\$8,063
Electronic Services				
SAI Moves				
Communication Center				
Other	\$24,177	\$24,177		\$24,177
Equipment	\$1,536	\$1,536		\$1,536
IM Subtotal	\$32,433	\$25,713	\$14,212	\$39,925
Procurement				
Audits	\$9,100		\$9,100	\$9,100
Contract Closeout				
Other	\$2,252	\$2,252		\$2,252
Procurement Subtotal	\$11,352	\$2,252	\$9,100	\$11,352
Organization & Management	\$1,863	\$1,863		\$1,863
Payroll and Personnel				
Executive Information System				
Executive Secretariat	\$311	\$311		\$311
Administrative Services				
Building Occupancy	\$49,057		\$57,311	\$57,311
Photocopying	\$1,122		\$1,314	\$1,314
Printing and Graphics	\$2,329		\$4,307	\$4,307
Mail Services	\$1,989		\$2,235	\$2,235
Supplies	\$2,809		\$3,117	\$3,117
Library	\$2,764	\$2,764		\$2,764
Other Logistics	\$3,391	\$3,391		\$3,391
SAI Moves				
Front Office	\$930	\$930		\$930
Capital Equipment	\$934	\$934		\$934
Admin Services Subtotal	\$65,325	\$8,019	\$68,284	\$76,303
Performance Excellence	\$1,700	\$1,700		\$1,700
Sec Energy Advisory Board	\$53	\$53		\$53
Representation	\$35	\$35		\$35
Payments to WCF				
MA				
OSE				
SEAB				
QM				
HG				
Total Contract Services	\$115,672	\$42,546	\$91,596	\$134,142
Use of PY Funds				
Recission				
Adjusted Total Contract Services				
Program Support				
Scientific & Technical Training	\$1,909	\$1,909		\$1,909
Corporate Management Information				
Use of PY Funds				
Adjusted Program Support				
GRAND TOTAL	\$117,581	\$44,455		\$136,051

# Contractual Resources

*Dollars in Thousands*

## Contractual Services

	FY 1996 Actual	WCF Comp Format FY 1996 DA	WCF Comp Format FY 1996 WCF	WCF Comp Format FY 1996 TOTAL
Assistant Secretary	\$521	\$521		\$521
Payroll & Personnel Services	\$400	\$225		\$225
DA Docs				
Unallocated	\$83	\$83		\$83
Training	\$619	\$619		\$619
Personnel	\$881	\$881		\$881
Information Management (MA-4)				
Telephones	\$6,149		\$7,088	\$7,088
Networking				
Desktop/LAN	\$1,430		\$5,359	\$5,359
Electronic Services				
SAI Moves	\$2,000	\$2,000		\$2,000
Communication Center	\$1,103	\$1,103		\$1,103
Other	\$15,873	\$15,873		\$15,873
Equipment	\$1,096	\$1,096		\$1,096
IM Subtotal	\$27,651	\$20,072	\$12,447	\$32,519
Procurement				
Audits	\$9,100		\$9,100	\$9,100
Contract Closeout	\$155		\$405	\$405
Other	\$1,070	\$1,070		\$1,070
Procurement Subtotal	\$10,325	\$1,070	\$9,505	\$10,575
Organization & Management	\$364	\$364		\$364
Payroll and Personnel				
Executive Information System				
Executive Secretariat	\$204	\$204		\$204
Administrative Services				
Building Occupancy	\$47,946		\$55,186	\$55,186
Photocopying	\$898		\$973	\$973
Printing and Graphics	\$1,797		\$3,755	\$3,755
Mail Services	\$3,761		\$4,621	\$4,621
Supplies	\$3,076		\$3,300	\$3,300
Library	\$1,518	\$1,518		\$1,518
Other Logistics	\$2,496	\$2,496		\$2,496
SAI Moves	\$1,200	\$1,200		\$1,200
Front Office	\$1,657	\$1,657		\$1,657
Capital Equipment	\$1,097	\$1,097		\$1,097
Admin Services Subtotal	\$65,446	\$7,968	\$67,835	\$75,803
Performance Excellence	\$1,013	\$1,013		\$1,013
Sec Energy Advisory Board	\$55	\$55		\$55
Representation	\$35	\$35		\$35
Payments to WCF				
MA		\$19,572		
OSE		\$674		
SEAB		\$207		
QM		\$374		
HG		\$1,200		
Total Contract Services	\$107,597	\$55,137	\$89,787	\$122,897
Use of PY Funds	(\$1,000)			
Recission	(\$462)			
Adjusted Total Contract Services	\$106,135			
Program Support				
Scientific & Technical Training	\$1,042	\$1,042		\$1,042
Corporate Management Information				
Use of PY Funds	(\$42)			
Adjusted Program Support	\$1,000			
GRAND TOTAL	\$107,177	\$56,179		\$123,939

# Contractual Resources

*Dollars in Thousands*

## Contractual Services

	FY 1997 Enacted DA	FY 1997 WCF Bill Annual	FY 1997 Enacted Total
Assistant Secretary	\$212		\$212
Payroll & Personnel Services	\$1,710		\$1,710
DA Docs	\$975		
Unallocated	\$732		\$732
Training	\$655		\$655
Personnel	\$1,612		\$1,612
Information Management (MA-4)			
Telephones		\$6,769	\$6,769
Networking		\$3,065	\$3,065
Desktop/LAN		\$2,273	\$2,273
Electronic Services			
SAI Moves	\$0		\$0
Communication Center	\$0		\$0
Other	\$16,274		\$16,274
Equipment	\$550		\$550
IM Subtotal	\$16,824	\$12,107	\$28,931
Procurement			
Audits		\$9,117	\$9,117
Contract Closeout		\$421	\$421
Other	\$826		\$826
Procurement Subtotal	\$826	\$9,538	\$10,364
Organization & Management	\$0		\$0
Payroll and Personnel			
Executive Information System			
Executive Secretariat	\$120		\$120
Administrative Services			
Building Occupancy		\$56,331	\$56,331
Photocopying		\$2,196	\$2,196
Printing and Graphics		\$3,915	\$3,915
Mail Services		\$2,220	\$2,220
Supplies		\$2,604	\$2,604
Library	\$1,344		\$1,344
Other Logistics	\$3,093		\$3,093
SAI Moves	\$0		
Front Office	\$464		\$464
Capital Equipment	\$880		\$880
Admin Services Subtotal	\$5,781	\$67,266	\$73,047
Performance Excellence	\$861		\$861
Sec Energy Advisory Board	\$55		\$55
Representation	\$35		\$35
Payments to WCF			
MA	\$20,602		\$20,602
OSE	\$922		\$922
SEAB	\$202		\$202
QM	\$569		\$569
HG			\$0
Total Contract Services	\$52,693	\$88,911	\$119,309
Use of PY Funds			
Recission			
Adjusted Total Contract Services			
Program Support			
Scientific & Technical Training	\$500		\$500
Corporate Management Information	\$0		\$0
Use of PY Funds			
Adjusted Program Support			
GRAND TOTAL	\$53,193		\$119,809

# Contractual Resources

*Dollars in Thousands*

## Contractual Services

	FY 1998 Enacted DA	FY 1998 WCF Bill Annual	FY 1998 Total	FY 1999 Enacted DA	FY 1999 Cong WCF	FY 1999 Total
Assistant Secretary	\$334		\$334	\$335		\$335
Payroll & Personnel Services						
DA Docs						
Unallocated				\$6,290		
Training	\$697		\$697	\$514		\$514
Personnel	\$1,406		\$1,406	\$1,366		\$1,366
Information Management (MA-4)						
Telephones		\$6,605	\$6,605		\$6,608	\$6,608
Networking		\$3,104	\$3,104		\$3,059	\$3,059
Desktop/LAN		\$1,479	\$1,479		\$1,329	\$1,329
Electronic Services		\$1,224	\$1,224		\$903	\$903
SAI Moves						
Communication Center						
Other	\$19,302		\$19,302	\$11,145		\$11,145
Equipment	\$550		\$550	\$0		\$0
IM Subtotal	\$19,852	\$12,412	\$32,264	\$11,145	\$11,899	\$23,044
Procurement						
Audits						
Contract Closeout		\$449	\$449		\$621	\$621
Other	\$1,044		\$1,044	\$1,224		\$1,224
Procurement Subtotal	\$1,044	\$449	\$1,493	\$1,224	\$621	\$1,845
Organization & Management						
Payroll and Personnel		\$1,939	\$1,939		\$2,054	\$2,054
Executive Information System					\$94	
Executive Secretariat	\$120		\$120	\$159		\$159
Administrative Services						
Building Occupancy		\$54,297	\$54,297		\$55,335	\$55,335
Photocopying		\$2,696	\$2,696		\$2,423	\$2,423
Printing and Graphics		\$3,338	\$3,338		\$3,478	\$3,478
Mail Services		\$1,860	\$1,860		\$1,881	\$1,881
Supplies		\$2,777	\$2,777		\$2,777	\$2,777
Library	\$1,344		\$1,344	\$1,425		\$1,425
Other Logistics	\$3,093		\$3,093	\$3,606		\$3,606
SAI Moves	\$0					
Front Office	\$464		\$464	\$400		\$400
Capital Equipment	\$880		\$880	\$500		\$500
Admin Services Subtotal	\$5,781	\$64,968	\$70,749	\$5,931	\$65,894	\$71,825
Performance Excellence	\$861		\$861	\$861		\$861
Sec Energy Advisory Board	\$75		\$75	\$100		\$100
Representation	\$35		\$35	\$35		\$35
Payments to WCF			\$0	\$20,000		\$20,000
MA	\$18,172		\$18,172			
OSE	\$891		\$891			
SEAB	\$237		\$237			
QM						
HG						
Total Contract Services	\$49,505	\$79,768	\$109,973	\$47,960	\$80,562	\$108,522
Use of PY Funds						
Recission						
Adjusted Total Contract Services						
Program Support						
Scientific & Technical Training	\$500		\$500	\$450		\$450
Corporate Management Information	\$6,000		\$6,000	\$8,000		\$8,000
Use of PY Funds						
Adjusted Program Support						
GRAND TOTAL	\$56,005		\$116,473	\$56,410		\$116,972

## MA as Customer of WCF

(dollars in thousands)

	FY 1997 Actual	FY 1998 Actual	FY 1999 Estimate 2/99	FY 2000 Estimate 11/98
Telephones .....	1,247	1,166	1,080	1,127
Networking .....	631	692	637	638
Desktop .....	551	432	423	331
Electronic Services .....	With Bldg	276	205	205
Building Occupancy .....	14,266	12,469	12,617	12,429
Supplies .....	585	588	654	588
Copiers .....	322	397	325	361
Mail Services .....	591	481	403	407
Printing and Graphics .....	983	286	585	595
Contract Closeout .....	99	142	142	142
Payroll and Personnel .....	0	85	101	108
Corporate Executive Information System ....	0	0	5	5
<b>Total Working Capital Fund .....</b>	<b>19,275</b>	<b>17,014</b>	<b>17,177</b>	<b>16,936</b>

	FY 1997 Actual	FY 1998 Actual	FY 1999 Estimate 2/99
Telephones .....	1,247	1,166	1,080
Networking .....	631	692	637
Desktop .....	551	432	423
<b>Total Information Management Businesses .....</b>	<b>2,429</b>	<b>2,290</b>	<b>2,140</b>
Supplies .....	585	588	654
Copiers .....	322	397	325
Mail Services .....	591	481	403
Printing and Graphics <sup>1</sup> .....	635	635	585
<b>Total Administrative Services Businesses .....</b>	<b>2,133</b>	<b>2,101</b>	<b>1,967</b>

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<sup>1</sup>FY97 and FY98 is an average of the 2 years. FY98 included a large credit for FY97 overcharges which would distort the data.